

A Work Project, presented as part of the requirements for the Award of a
Masters Degree in Management from the NOVA – School of Business and Economics.

MANAGEMENT CONSULTING LABS – Galp Social Media

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Índice

Abstract.....	2
1. Brief Context.....	3
2. Reflection on the Content	4
2.1 Problem Definition.....	4
2.1.1 What was it? Why was it relevant?	4
2.1.2 Benefit of the hindsight	5
2.2 Hypothesis, Analysis and Work	7
2.2.1 What was the original approach? How did it evolve over time? Why?	7
2.2.2 Benefit of the hindsight	12
2.2 Recommendations	14
3. Reflection on Learning	16
3.1 Previous Knowledge	16
3.2 New Knowledge.....	16
3.3 Individual Reflection.....	21
3.3.1 Strengths and Weaknesses.....	21
3.3.2 Development Plans.....	23
3.3.3 Consultancy as a Career	24

Abstract

Social Media @ Galp Project had a very specific purpose – analyze the feasibility for Galp to enter in new Social Media platforms and, if appropriate, develop a short-term strategy for the entrance in which some guidelines are valid for the medium-long-term. As expected, the majority of the project was focused on the second part, which consists in an analysis of some aspects concerning the organization as well as in the relationship with customers and public in general

Keywords: Galp; Social Media; Platforms; Strategy

1. Brief Context

Galp is a Portuguese company (listed on the Lisbon Stock Exchange Index PSI-20) which operates in the industry of oil & gas. This corporation is focused on the exploration and production of oil and natural gas, refining industry and retail market. This way, Galp Energia is able to cover both the upstream and the downstream oil sectors. Additionally, and among all businesses, it is present in nine countries – Angola, Brazil, Cape Verde, Gambia, Guinea Bissau, Mozambique, Portugal, Spain and Swaziland. All the above stated makes Galp Energia one of the biggest Portuguese companies worldwide.

As an integrated multi-energy operator, Galp is present in many industries (already mentioned). However, it was because of the retail market that our project gained importance, since it is the industry that impacts directly consumers in their daily lives. This industry is characterized by low margins and a fierce competition, both with hypers and other majors.

Furthermore these hypers are attaining more importance day by day in the oil retail market (which constitutes a major issue) while Galp is facing several issues, some more sensitive than others. This has been affecting not only the operational activity but also the brand equity of the corporation itself – giving place to even a bigger worry.

2. Reflection on the Content

2.1 Problem Definition

2.1.1 What was it? Why was it relevant?

Nowadays, the presence of Social Media in our society is unavoidable. From people to companies and institutions, everyone is connected through this new form of communication. Besides, it is known that Social Media is likely to develop even further, which makes it crucial for companies to be involved. Although this, well recognized, impact in on our community, there are still some organizations that, for several reasons, are still out of these networks.

Bearing in mind that, since the beginning of the project, Galp Energia's presence in Social Media platforms was not relevant, we can consider them as a representative example of the ones mentioned above. Even though there were a huge variety of factors that led to an absence from digital communities, Galp decided to rethink its position. In fact, that was the main purpose of the project – analyze the viability of an official presence in Social Media and then, if it was proper, develop an indicative strategy (as a basis for Galp Energia to work from) for the short run and, for the medium run, explore all the Social Media potential, taking the opportunity to help in the prosecution of some businesses' objectives. This strategy mentioned, should cover both the platforms to be present and in which shape, as well as the internal adequacy of the organization to these suggestions. After a couple of weeks it became obvious that developing a short and medium term strategies was unrealistic with the time we had left, leading us to select the first and more important goal.

Moreover, and as it is generally understood, Media and Social Media have attained an incredible meaning for companies, since nowadays it is possible for the consumers to discuss openly about any brand online, for themselves, with a worldwide reach. Taking this into consideration it is important to communicate an official perspective, allowing Galp to have a closer contact with customers in particular and public in general. On the other hand the issues that will motivate discussion are probably very sensitive, which motivates the need to have a deep preparation. Additionally, Galp Energia is not used to discuss certain aspects of its activity while the presence in Social Media involves a high transparency, which obliges the company to change a bit its communication strategy.

Nevertheless, and in a nutshell, it is vital to analyze a possible entrance in Social Media given that the question for these companies is no longer whether to enter or not, but the moment when it will take place – the main concern behind the project in question.

2.1.2 Benefit of the hindsight

Now that the project is concluded, it is possible to understand that the majority of the project's scope was well defined and structured. The only remarks that I have to make are associated with the extension of the project and its priorities. At first, Galp Energia asked us to prepare strategies for different moments in time, which was not feasible to do in thirteen weeks. This was likely due to a lack of confidence in the team – they did not believe that the team would undertake such a deep analysis for the short term strategy.

Then, Galp defined that its main goal was to aid its customers, in Social Media platforms, with problems/suggestions regarding Galp's operational activities. My

feeling is that Galp settled its objectives this way because there was an attempt to avoid discussing the more sensitive subjects. However, and in the team's perspective, this was only another objective. After a careful analysis on the proposal and the current events, we understood that the true goal should be the presence itself so as to build a higher proximity with the Portuguese people. Therefore it will be needed to prepare responses for every type of interaction that could take place. Although the priorities defined by the organization were still important, we analyzed both Social Media and Galp contexts and realized that issues of general and institutional nature were being disregarded by the organization despite its importance. Furthermore and due to its sensitiveness, Galp was not strategically prepared to deal with them, giving those issues the top priority.

At the first Progress Review we reached a consensus about this topic and therefore there was not much time dedicated to making the organization understand the true priorities. Nonetheless, for the presentation itself, despite the very fruitful discussion and the urgent need to clarify objectives, Galp should have faced the true problems since the beginning. If they started with this mindset, we would have more time that could have been used to present other work fronts more comfortably.

The position that the company undertook is easily explained by the sensitiveness of those issues. There were divergences among the company, which led the client to conceal the main purpose to accomplish from their presence in Social Media.

2.2 Hypothesis, Analysis and Work

2.2.1 What was the original approach? How did it evolve over time? Why?

In the very beginning we only knew the team members and a draft of the project proposition. This way, instead of starting to think about the project itself we decided to explore and obtain a deeper knowledge about the company and different Social Media platforms. Afterwards, we had a meeting with Professor Gustavo Brito, where we talked about ourselves (preferences, strengths, weaknesses ...) and assigned tasks to each member (note taker, time keeper, dropbox manager ...) according with the characteristics of each member. The objective was to prepare and organize the team as much as possible before we started to get overloaded with work and minimize future disagreements. Then, we discussed the proposition we had so far and divided the work in fronts among the team members. The division was done attending the preferences, considering the little information at our disposal. Furthermore, the responsible for each front should be undertake the necessary the desk research.

Regarding the work fronts themselves they were well established, since they remained the same until the very end of the project. However, at the second Progress Review, we were asked to perform an extra task which was related to the assistance on a decision process. Moreover it is feasible to say that there was made an implicit breakdown considering four main aspects (the latest only arose after the second Progress Review):

- External Factors
- Internal Adjustments
- Transversal Content

- Extra Document

External Factors

There were defined three fronts to analyze this aspect, which was the so called tip of the iceberg. The first, and the one we gave more importance through the whole project, was centered in managing issues of general and institutional nature (let us call it work front A). This front started with a deep analysis of reports which the client promptly put available. Then, and after analyzing the corresponding database, it was possible to indentify a set of topics that affected the corporation. It is reasonable to say that this was our second victory (after the productive discussion concerning the presence's main objective) – make the client understand that Galp is only dealing with a limited group of issues. Subsequently, all the workload of this front was due to the development and validation of a specific strategy to manage issues of general and institutional nature. However that was not an end in itself – we also aim to make the public, in general, realize the complexity of those issues. This front carried on until the very end of the project, where we delivered a strategy for almost 95% of the topics and a materialization of what could be the Social Media approach. Furthermore, there are a few specificities regarding work front A which make it differ from the remaining ones, such ass the need to have a continuous contact with the client, with several meetings. It was imperative to have the deepest knowledge possible about the industry and the company in order to properly outline the adequate approach to address the issues in question, which sometimes required conversations and others, specific data. Additionally, this data was occasionally confidential and, despite we signed the non-disclosure agreements, it became difficult to obtain. We thought that after the first Progress Review (where we clearly boost our credibility) this would be no longer a

problem, but we were mistaken, since it did not depend from the team's performance/credibility. Then, and since there was an established discomfort concerning this data lending, we often made estimates of our own so as to develop the desired approach. My understanding about this avoidance to provide the data we asked for was that in some occasions, and since the corporation is highly stratified, it was necessary a cross-functional top-management involvement. Nonetheless, in others (where the data was not that sensitive) people just did not want to become responsible for the lending of confidential information. Finally and also a specificity of this work front, we had some trouble in the final part of the project when we had to coordinate relations with another supplier that was contracted at our request. We asked to perform a specific materialization of a strategy we projected but it was somehow complicated since what we asked demanded a supplier with a different set of skills. Additionally, it was difficult to establish our will in the beginning of the process, probably due to a confusion in which the some Galp employees, at first, believed to know what was best for the analysis we pretended to perform.

Afterwards there was created another work front responsible for managing issues of specific and personal nature (work front B). In this front we started by analyzing the diversity of issues that Galp Energia is dealing, through a database. We categorized them by a customers' perspective and quantified the number of occurrences. This way it became clear the topics that would gather more attention in the scenario of an official presence in a Social Media platform. Then, we tried to understand, as much as possible, the internal processes inherent to the previous topics and developed a system in which it was possible to identify the critical processes and then developed some guidelines to help with the inefficiencies. Finally, and like in the previous work front, it was done a

materialization of this strategy which was highly based on a benchmarking analysis of the best practices. The final document was almost completed after the second Progress Review – there were only needed a few fine-tunings. Unlike before, here we did not have major problems regarding the obtainment of information, probably since the information required was not that sensitive. Besides, they were already aware that this information would be needed and so we easily had access to it.

Subsequently we have also looked for a way to turn Galp's presence in Social Media appealing (work front C). It all started by gathering existent, but dispersed, initiatives and documenting them adequately. Then, we set out to discover ways to capitalize the previous initiatives in Social Media as well as find out new ideas to build up which could captivate as much as possible the Social Media users. This involved a few sessions of brainstorming and discussion among team members. Lastly, and with the same approach as the previous work fronts, we also think of a way to materialize this into the platform(s) that seemed fit. The evolution of the work front C's workload was a bit different than the previous ones because after the first Progress Review this front remained almost untouched until the last couple of weeks of the project, when we conclude the final document. This delay was due to an excessive workload from other work fronts, given the team's specificities. However, here we had no difficulties at all, since all the information we needed was online and the remaining work was not dependent from the organization.

Internal Adjustments

Bearing in mind every suggestion and recommendation made within the scope of the work fronts A, B and C there was the need to be internally prepared (work front D).

Knowing this, it was important to begin with an assessment of the organization itself, its intrinsic principles and behaviors. Then, it was delineated a strategy which gave indications regarding the preparation in different moments of time as well as a plan for supervision. At the same time we made clear which the intended behaviors in each Social Media scenario were. Lastly and so as to back up the strategy outlined, we defined a draft structure (but with evident guidelines) for the required adaptation, stating clearly intra-relations between entities. This work front persisted until the end of the project, with minor stops whenever was necessary to address other priorities. Given the characteristics of the work front, it did not need information inputs from the client, which made it very easy to handle in that matter. Nevertheless, in the second Progress Review we understood that we were engaging into a path non-desired by the client, given their culture and values. Unfortunately, we did not have time to discuss this front in the first Progress Review, leading to a misalignment of intentions for the second one. Despite this, we reached a consensus and overcame this issue in the final document.

Transversal Content

Furthermore we defined a work front that was dedicated to the understanding of behaviors and mentalities of the general public (work front E). We performed a set of stereotyped analysis in which the output would have a great relevance for the validation of the work fronts, mainly A, B and C. The team developed a plan to approach this analysis and afterwards we studied the response given by the public. Bearing in mind that we had to have previous knowledge from other work fronts, these analyses only began later, but continued until the last day of the project. Here, at work front D, we had major issues in the coordination with Galp. Since the organization was a vital part of the process we had to engage into several meetings to make sure the analysis was

performed as best as possible. However, there were many different opinions, and the will of the team was not always respected. This increased exponentially the interactions with the corporation and consequently slowed the process. Exactly like in work front A, probably some Galp employees thought that their perspective was the most valid one and the one that should be carried on.

Extra Document

Last but not least, and as requested by the client, we elaborated a document whose end was to assist in the process of deciding whether to enter or not in Social Media platforms (work front F). This document did not entered in much detail regarding the operational aspects, not even the specificities of each work front, but in the importance of being present in Social Media. Additionally we also gave an overview of the remaining documents and the approach that the team developed throughout the whole project. This document was done completely by the team, assisted by Professor Gustavo Brito, and without any contribution from the client. Work front F started after the second Progress Review and lasted until the very end of the work project.

2.2.2 Benefit of the hindsight

What added most value?

There are great synergies among work fronts, which make it unfair to highlight one single work front (it would have a much greater value when analyzed with the remaining documents). Nonetheless, it is unavoidable that the work front A and secondly B stood out. Regarding the first, the greater value came from the approach performed. In fact, it was developed in a very intelligent way, giving the company a whole new perspective. Then, and regarding the work front B, the importance of a new

look upon the same issues was truly important, the categorization performed and most of all the awareness created to the existent operational problems.

What should have been done differently?

At first it is important to settle that, in my opinion, the final product was a success by achieving all the goals we were set to (the objective we dropped out was to consider only if there was time left). The final documents have really interesting insights, presented in a very professional way, which can be a true asset in Galp Energia's strategy of entrance in Social Media platforms. However, with the present knowledge, I believe that a few things could have been done differently. Firstly, in the selection of work fronts, we chose by preferences, even because we did not know what implied in each front. My opinion is that if we allocated the fronts bearing in mind the strengths and weaknesses of each team member, we would have gained a lot of time and probably enhanced a little the final output. Then, and knowing the difficulties we had to gather information, we should have always developed backup plans to get the information needed through other sources. Additionally, and when it comes to conducting our own analysis, we should have been more bossy, in other words, we should clearly state since the beginning who run the process and in which way. Finally, I believe that in the Progress Reviews we could have controlled the time a little better. This way in the first Progress Review we would get to know sooner what the client perspective was, mainly in the work front D, and it would probably spare us some time or even get the work front concluded by the second Progress Review.

2.2 Recommendations

Considering the whole project, my belief is that what most adds value from our work for the past four months is the perspective of urgency transmitted as well as the confidence that with a good preparation it is possible to mitigate the majority of the risks. To be truth, my feeling was that the Galp employees that had more contact with us, shared our idea that it is imperative to be present in Social Media. Still, what our perspective added is that for that to be accomplished there are lots of adaptations required. I think we gave a clearer view of what Galp might expect and should avoid and only with this level of depth and awareness it is possible to grant the needed urgency to solve the problems identified. To conclude I also believe that our perspective of materialization is truly important since it meets the needs identified by previous analysis.

Besides, there are three specific aspects that worry me. Despite the final documents were considered a success, Galp Energia's intrinsic culture may obstruct some recommendations or even approaches made by the team. Actually, and regarding work front A, the team's strategy involves a high level of commitment from the organization. However, Galp is not internally prepared to undertake this communication and the organization might not feel comfortable to present an official perspective regarding issues of general and institutional nature. Secondly, when it comes to the work front B, there are some recommendations made by the team that will be very difficult to implement, since that will demand a modification in current contracts already established with some service providers. Besides, another huge challenge is to improve and streamline processes and resources in a very short period of time, given the urgency of the entrance. Lastly, in the work front D, the main concern is that the company has a

heavy structure, very stratified and its employees are geographically spread. This way it is imperative to commit to a strategy that eliminates this setback. It has a huge importance to be able to increase the agility and flexibility of the organization in order to increase as much as possible the quickness of response to the non-expected issues.

3. Reflection on Learning

3.1 Previous Knowledge

To be truth, the characteristics of the project did not require knowledge that had been lectured during the Masters in Management at NOVA School of Business and Economics (NOVA SBE). This project, as already mentioned, was about a possible entrance in Social Media platforms and a strategy to be developed. This way, it required much subjectivity and sensitiveness to deal with different types of issues. Although we even made estimations in work fronts A and B, they were very superficial and mainly by good reasoning, since the notion was much more important than the specific value, sparing us much time to dedicate to other topics. More specifically, we only applied basic knowledge of Statistics (e.g. Averages). Nonetheless, and besides content, there are many aspects that I learnt in NOVA SBE which were truthfully helpful during the work project. Firstly, and most importantly, the ability to handle the workload facilitated all the tough challenges that we had to face, like the non-sleeping nights overloaded with work and excessive stress. Additionally, the capacity to manage time was a great learning, since there was an evident efficiency need throughout the whole project. These two skills were incredibly important for me, in order to attain the output desired.

3.2 New Knowledge

This experience was doubtlessly one of the most enriching experiences in my entire life. I felt that in these thirteen weeks I learned more than in years of college. As obvious, this experience gave me very practical know-how and I was able to develop

myself as a student and as a future worker. Therefore it is possible to divide these learning experiences in five categories:

- Industry Know-How
- Team Management
- Client Management
- Workload Management
- Communication Skills

Industry Know-How

It is easily understandable that in order to carry out a successful project it was imperative to develop a strong understanding of the oil & gas industry, as a whole, and Galp's specificities, in particular. Actually it was very interesting to analyze an oil company's operational activity, mainly because we were facing one of the most complex industries worldwide. Furthermore, and bearing in mind that Galp is one of the biggest Portuguese companies, it was extremely enjoyable to have an inside perspective of current events.

Team Management

Despite the amount of group works we had throughout the Masters Degree, I believe it was in this Management Consulting Lab that I better learnt how to work in a team. The main difference is that the majority of problems and situations difficult to handle will only occur in deeply stressful circumstances. The first lesson I learned was that simple discussion at the beginning of the project can avoid or at least reduce future problems. This discussion should be based in the settlement of a few ground-rules in

which each team member states its strengths / development opportunities, preferences / impossibilities, lifestyles ... Bottom line, it is vital for the well functioning of the group that each person become familiarized with his/hers team members characteristics.

On the other hand this initial discussion does not stand for itself, since there are many problems that arise during the project's development. This way, my belief is that a continuous feedback is crucial. However, and this is another important lesson I took from this project, the feedback should follow some guidelines in order to be constructive and beneficial. First of all it should not be a speech, but a two-way interaction in order to promote engagement. Then it should be: specific, or in other words, it should be fact based (i.e. support opinions with observations); objective, which means that should reveal the impact that some action had on the person giving feedback (i.e. what were the feelings that action motivated); and finally development oriented, giving suggestions to improve. When this is done properly it is more likely than previous mistakes will not happen again, it is possible to coordinate better the work internally and even smooth the relationship among team members, promoting empathy.

Client Management

It is clear that before earning a place in the organization it is necessary to be trusted. Additionally, the client will not trust in a team of students, just based on the supervisor experience, this way we learnt a formula that explains very well how to acquire trust:

Equation 1: Trust Formula

$$\text{TRUST} = \frac{\text{EMPATHY} + \text{CREDIBILITY} + \text{RELIABILITY}}{\text{SELF} - \text{INTEREST}}$$

In my opinion, credibility was gained after the first Progress Review, after presenting some output with a high level of quality. This increased the confidence and expectations the client had on our project, which increased even more after the second Progress Review, proven by the extra document asked. Secondly, regarding reliability it was a battle that the team won step by step, with the several meetings and presentations, in which the client perceived the progresses made in the work fronts. Then, the empathy created was also a continuous process in which good manners and politeness always helps. Finally, in my opinion, self-interest was not a problem, since our effort and commitment was easily noticeable, even after achieving what was considered to be a success.

Another important learning experience was linked to the everyday life within the company. This experience did not prepared us with specific content but will probably easier our adaptation when entering in the labor market.

Workload Management

As a team, we started to manage the workload with the assistance of Professor Gustavo Brito, even before understanding effectively which the workload we were expecting was. As natural, this management continued and improved until the closure of the project. At first it was truly enlightening to perceive how we can decompose a very complex issue into several minor tasks, easier to handle. This process had a huge impact in our efficiency and productivity, since we were dedicated to simpler assignments. Afterwards, and in order to increase efficiency even more, new tasks that arose were assigned according with strengths, availability and knowledge regarding these new task requirements.

Once the work was split among team members, we often used a very useful concept – the “80-20 Rule”. This indicates that some times it is better achieve just 80% of the total possible results, since the marginal benefits of attaining the remaining could be highly superior to the marginal costs (i.e. time consumed). In the situations which the intention was not to “boil the ocean”, it was really useful in order to optimize the time consumed in each task.

Additionally, one insight that aid me often was the problem prediction, in other words, the ability to understand what could be future setbacks placed on the work developed. This allowed us to delineate backups and plan b’s so as to preserve the integrity of our work.

Communication Skills

Another incredibly useful concept is the “Pyramid Principle”, indicating the importance to have an inductive approach. This could be used both in the process of building a presentation and in the presentations themselves. In the first it is important to consider what should be the final output desired by the client and then split tasks accordingly, which avoids executing useless tasks that do not add value. Then, regarding the presentation, it is important to give a first notion of final output, since that will be the information most recalled as well as it will help to follow the presentation when approaching the reasoning behind the output.

Moreover, in the process of preparing the presentations for Progress Review, there were very interesting methodologies used highly valuable to maximize efficiency and effectiveness in the communication. Firstly, the draft of a “Story Line” allowed us to clarify what is the output we intend to present to the client at the Progress Review

through a line of reasoning which should guide the presentation. Afterwards, we made a sketch of the “Story Board”, detailing the slides’ sequence that should transmit the message defined. Only then a “Master” was created, giving place to real slides, drawn by hand, which would define clearly what should be the content of each slide. Finally, after everything is settled, the slides are done on a computer. This is, obviously, a dynamic process since we need to adapt whenever needed (e.g. when the content within paper is represented in a slide, there might be changes needed so as to facilitate the communication). Finally, and regarding the slides themselves, it is imperative that they ease the communication, since a great output with a weak representation will not be considered as such. This way there are a couple golden rules to follow in order to enhance the slide communication. At first the slides need to be self-explanatory, which means that the presentation could stand for itself without the intervention of any team member. Finally, the slides must be clean, and in fact some times less is more, which makes the slides’ comprehension much easier (e.g. it is easier to apprehend one slide with only bullet points referring to main ideas than full of text).

3.3 Individual Reflection

3.3.1 Strengths and Weaknesses

It was very insightful to understand that I was self-aware of my characteristics, given that I identified the majority of the strengths and weaknesses that were pointed out both through the final joint-evaluation made by Professor Gustavo Brito, my colleagues and the client, as well as by the continuous feedback that I was receiving during the work

project. Some of these characteristics I already had, others were developed during the past three months. My strengths revealed were:

- IT Skills – they were very important since, and mainly with Microsoft Excel tools, I was able to aid my team within many work fronts carrying out the intended analysis (e.g. Pivot Tables);
- Team-Player – skills such as flexibility and adaptability were truly helpful because I had a transversal contribution in the project. Since I was extremely available to help my colleagues whenever needed, giving my input in almost every work front, it allowed me to have an holistic view of the whole project;
- Conflict Management – as usual, in stressful situations there are always problems that arise, mainly if the team is very heterogeneous. With my cordiality I was able to mediate some discussions in the most constructive and possible manner;
- Autonomy – ability to deliver the work with a high degree of readiness without much input by Professor Gustavo Brito;
- Problem-solving – the capacity to recognize some issues, crucial for the problem structuring and definition, as well as the proactiviety to overcome obstacles;
- Problem-structuring – when managing my own front, it was highly valuable the capacity to split the problem into minor ones, easier to manage and solve;
- Balance between thoroughness and pragmatism – since every situation has to be analyzed individually, sometimes the approach should be different. This means that if in some scenarios it is important to care about the minor details, in others it is vital to “choose our battles” and tackle the priorities;

- Effort – throughout the project it was noticeable the dedication in which I approach every single task, even when I had to stop my work front in order to help others.

Regarding my weaknesses:

- Assertiveness – this opportunity to development was noticed in three different aspects. Firstly, and regarding the oral communication, it is important to have an approach more straight forward, instead of divagate. Secondly, in the written communication, I should make an effort to be more concise in the information transmitted. Finally, and regarding the final recommendations given to the client, it is imperative for me to be able to be specific and clear;
- Defensiveness – In situations of pressure and deep stress, I often disregard other team members' opinions concerning my work front, when I do not feel they will add value or if it is important to prioritize tasks. Therefore, I should develop the capacity to use my diplomacy, clarifying and explaining my choices, so as to avoid causing discomfort in my colleagues.

3.3.2 Development Plans

I believe that I already took the first step to be able to potentiate my strengths and develop my weaknesses which is the self-awareness, acknowledging my characteristics. Afterwards and what I intend to do in a near future is to put myself in similar situations as this Management Consulting Lab. I believe that in this project I really developed myself and grew as a future professional. This way I hope that being in future

consultancy projects would aid me in the persecution one of my goals, which is to improve day after day and become the best professional possible.

3.3.3 Consultancy as a Career

Being a successful business consultant is definitely one of my main goals to accomplish. Additionally, and besides this incredible experience in the work project I also made a summer internship in a business consultancy firm. Actually, I do not feel that any other profession would make me feel as fulfilled as being consultant does, since it gives a unique opportunity to develop my knowledge across several industries and firms. Moreover, the diversity of projects and tasks will definitely potentiate my capacities so as to develop myself personally and professionally. To be completely honest, I will start my career in consultancy as soon as I complete this Masters Degree and I am looking forward to it. I deeply believe it will be an incredible experience.